DOCUMENT RESUME

ED 392 352 HE 028 952

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TITLE	Wise Moves in Hard Times: Creating & Managing Resilient Colleges & Universities. The Jossey-Bass Higher and Adult Education Series. First Edition.
REPORT NO	ISBN-0-7879-0196-2
PUB DATE	96
NOTE	298p.
AVAILABLE FROM	Jossey-Bass, Inc., 350 Sansome St., San Francisco, CA 94104 ($32.95).
PUB TYPE	Books (010) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120) -- Information Analyses (070)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	Case Studies; *College Administration; Colleges; Economic Factors; Educational Change; *Financial Exigency; *Financial Problems; Higher Education; Institutional Mission; Institutional Survival; Instructional Effectiveness; Leadership; *Retrenchment; Stress Management; Universities

ABSTRACT

Based on data gathered on-site at 13 colleges and universities, this volume offers an in-depth analysis of how colleges and universities have been affected by hard times, how they have risen to the challenges, and what their responses mean to the public and its support for higher education. Part 1 describes the study itself in detail and reports on its principal findings, looks at sources of fiscal stress, and at the many simultaneously developing problems that led the site institutions into a state of stress. Part 2, "Searching for Solutions," reports on how those institutions adapted to stress through changes in mission and organization, how this process tends to screen out some options and to favor others and how some institutions are doing "simultaneous tracking," working on separate dimensions of fiscal crisis simultaneously but within the framework of an agreed-upon general strategy. This part also describes particular cases in which major changes in teaching and learning have transformed several case-study institutions. Part 3, "Wise Moves," focuses on the practices that appeared to help site institutions to take control of their futures and become more resilient. This section proposes an array of signposts that may help institutions recognize trends and spot areas of concern. (Contains 111 references and an index.) (JB)

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